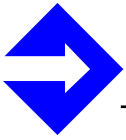


Susan Carnahan Presents!



# The Face of the Workforce

**...Celebrating  
Dimensions of Diversity in  
Workforce America Today**



## THE CHANGING WORKFORCE

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### The 4 Generations

The Veterans:	Before 1946
Baby Boomers:	1946—1964
Xer's:	1965—1980
Nexter's:	1981—1994

#### **Veteran Markers**

- World War II
- The Great Depression
- The New Deal
- Extended families
- Respect

#### **Veteran Values**

- Hard work
- Sacrifice for the common good
- Duty to country
- Good guys and bad guys
- Thriftiness
- Respect for authority

#### **Boomer Markers**

- Economic expansion
- Television
- Move to suburbia
- Civil Rights movement
- Drugs, sex, rock 'n' roll
- Social Security

#### **Boomer Values**

- Personal fulfillment
- Optimism
- Save the world
- Everybody's rights
- Achieving world peace

#### **Generation Xer's Markers**

- Watergate
- Layoffs
- Double digit recession
- Sesame Street
- Latch-key children
- AIDS
- Divorce

#### **Generation Xer's Values**

- Live with uncertainty
- Personal security
- Save, save, save
- Live for today
- Work to live

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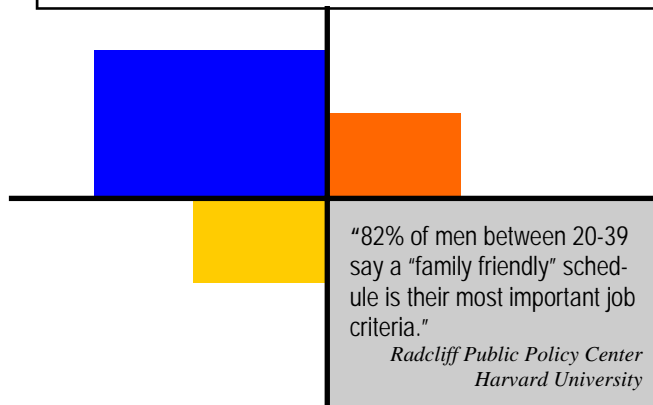
"Diversity is very important to this company.  
We'd like you to shave your head, cover your body  
with tattoos, and change your name to 'Snake'."

### Nexter's Markers

- Computers
- Personal digital assistance
- The internet
- Cellular phones
- OJ Simpson
- Desert Storm / Somalia
- Michael Jordan / Dennis Rodman
- Menu-driven thinking

### Nexter's Values

- Live in the moment
- Ask questions
- Earn to spend
- "I showed up for class. Why don't I get an A?"
- On my terms



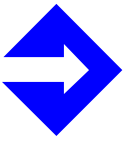
Co-horts:  
Members of a generation who are linked through life experiences in their formative years.

To continually look at generational diversity from the proper perspective there are three words to keep in mind that form and shape the outlook of the generations today:

**Complexity:** *The way a person views life is in proportion to the amount of adversity a person experiences.*

**Technology:**

**Adversity:**



## DISPELLING STEREOTYPES OF THE GENERATIONS\*

### VETERANS

#### Accidents and More Illness

There are fewer accidents by older workers than any other demographic. Insurance claims by older workers are no different than for all employees.

#### They Can't Learn Technology.

Seniors are willing students when the training is done right – respectfully and with low stress.

#### They Don't Want to Work.

Many retirees say they'd prefer to be working, at least part time.

#### They're Not as Productive as Younger Employees.

The U.S. Department of Health and Human Services reports that older workers are every bit as productive as younger ones.

#### They're Not as Bright as Their Younger Counterparts.

The American Management Association reports that psychologists find that intelligence remains constant until at least age 70.

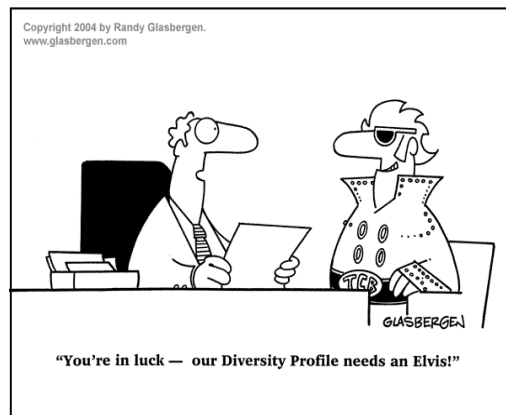
### BABY BOOMERS

#### They Are on Their Way Out.

The Organization for Economic Corporations & Development says average life expectancy for today's woman is 78.8 years, for men 72. Boomers can expect longer, healthier work lives than any previous generation.

#### They'll Eventually Grow Up.

Don't be too sure. Paula Poundstone is quoted as saying, "Parents are asking their kids what they want to be when they grow up, because they need ideas." According to the Boomer Institute in Cleveland, Ohio, sales of Harley-Davidson motorcycles doubled in the early 1990s and the majority of buyers were Boomers.



### They're Assured a Comfortable Retirement.

Of all the generations, Boomers have the largest credit card debt. They have an average of twenty years remaining on their mortgages. The gap between what workers should be saving to retire and what they actually are saving to retire is worse in this generation than the Gen Xers. The Employees Council on Flexible Compensation reports Boomers at \$3,564, Gen Xers at \$2,825.

### They've Quit Learning.

The National Center for Education Statistics reports that enrollment in adult education programs is up significantly. Classes include everything from tap dancing to sushi making to elementary economics.

### Boomers are Workaholics.

The Baby Boomer generation has tended to work grueling hours for the past thirty years. However, today many of them are committed to a slower pace. Yankelovich Partners says they are "the most stressed generation in history" who are eager to find creative ways to simplify their lives. Boomers, especially those approaching fifty, are working fewer hours.



## **GEN XERS**

### They are Materialistic.

Many are struggling to make ends meet. Economists tell us this is the first U.S. generation that probably won't be able to replicate or improve on their parents' lifestyle. They worry they won't have enough money to pay for a home and their children's education. They want to get out of debt.

### They're Whiners.

Gen Xers face some rather daunting challenges, college loans, skyrocketing health care costs, yet most are philosophical about the problems they're inheriting.

### They Have a "You Owe Me" Attitude.

No more than the last generation.

### They are Not Willing to Work Hard.

In interviews, Gen Xers consistently tell us they are willing to work very hard. They don't want to be taken advantage of, however. Many believe it's unfair to expect a 70-work week for 40-hour pay. In addition, as a generation, they're committed to having a life beyond work.

### They Live on Easy Street.

In the 1950's young homeowners could make the monthly mortgage payment by using 14 percent of their income. Today it takes 40 percent of their income. And today, folks older than 60 will get back about \$200 for every \$100 they put into Social Security. Gen Xers will lose more than \$100 for every \$450 they contribute.

## **NEXTERS**

### "What is Wrong with the Youth of Today?"

Experts believe that this is a fine new crop of young people who will make heroes of themselves.

### Today's Kids are Getting a Great Education.

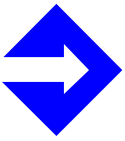
Not all of them. Gregory Schmid, of the Institute for the Future, Menlo Park, California, says, "Tomorrow's haves and have-nots are already diverging in today's third-grade classrooms as they either advance into the information age or fall behind for lack of reading and math skills or access to computers."

### Kids Need to Spend More Time Reading, Less Time Playing Video Games and Watching TV.

Kids are spending more time reading. Business Week reports that surveys show video games cut into TV, not reading, time. April 19, 1997

\*Ron Zemke, Claire Raines, Bob Filipczak, *Generations at Work*, (Amacon, 2000)





## THE GENDER SHIFT AND HOW IT AFFECTS YOU AS A LEADER

### The 7 X Requisites

1. *Appreciate us.* Show you care.
2. *Be Flexible.* Let us have a life beyond work
3. *Create a team.* Give us the family we never had.
4. *Develop us.* Help us to increase our skills.
5. *Involve us.* Ask our opinions.
6. *Lighten up.* Remember, it's not brain surgery.
7. *Walk your talk.* Keep your promises and practice what you preach.

Claire Raines, Beyond Generation X, 1997

### The Things Managers Do That Drive Their Younger Employees Crazy

- They give raises that are virtually meaningless.
- They give insincere pats on the back.
- They throw people into jobs they're not qualified to do.
- They allow the workplace to be disorganized or dirty.
- They answer questions with, "Because I said so".
- They avoid solving conflicts with employees.
- They ignore employee ideas and opinions.
- They fail to give feedback and regular performance reviews.
- They micromanage.

Claire Raines, Beyond Generation X, 1997





## THE ACORN PRINCIPLE\*

The 5 potent precepts or operating ideas that companies are using to grow oak-strong organizations today.

A

### ccommodate Employee Differences.

The most generationally friendly companies are treating their employees as they do their customers. They are learning all they can about them and working to meet their specific needs. This is a real, not hypothetical, effort to accommodate personal scheduling needs, work-life balance issues, and nontraditional lifestyles.

C

### reate Workplace Choices

In a generationally friendly company, dress policies tend to be casual. In all these companies, the atmosphere is relaxed and informal with humor and fun in most endeavors. The height and width of the chain of command tend to be shortened. Change is not the name of the latest motivational speech or a word in a mission statement somewhere. ... it's a way of life. "Hot ideas" are rewarded. Leadership doesn't come with an insurance policy, nor does prosperity of the company.

O

### perate From a Sophisticated Management Style.

Managers don't have a lot of time for "circumlocution" (BS). They tend to be more direct, but tactful. They give information. They clue people in on the big picture. They help employees set goals and then measure their progress. They make sure the goals fit in with the employees personal situation as well. Then they turn their people loose, giving them feedback, with rewards and recognition as appropriate.

R

### espect Competence and Initiative.

The old "manufacturing mentality" was that your average worker was a slider, who would not put their best foot forward unless they were constantly supervised. Generationally friendly managers are just the opposite. They assume the best in people unless proven otherwise. These companies hire carefully and never forget that they hired the best possible people for a reason, so that they will endeavor to do the best possible job.

N

### ourish Retention.

Some companies are still unaware that there is a labor shortage. Or at least they act that way. Generationally friendly companies are focused on employee retention and making their workplaces magnets for excellence. They offer lots of training, from one-to-one coaching, cross-training, mentoring, and interactive computer-based teaching. They encourage lateral movement within their organizations, but they have broadened assignments within their job descriptions.

\*Ron Zemke, Claire Raines, Bob Filipeczak, *Generations at Work*, (Amacon, 2000)



# Meet Susan Carnahan



Voted *Consummate Speaker of the Year 2000* by the top speaking bureaus in America, Susan Carnahan has become known for delivering humorous, content-driven messages that motivate people to make long-term, meaningful changes in their lives. Since 1987, Susan has challenged leaders and their employees across the United States and Canada to achieve higher levels of productivity by focusing on change from the inside out.

"We are all called to the challenge of leadership. Each and every one of us makes an impact on every life we touch, whether positive or negative," says Susan.. You'll find her workshops engaging, interactive, and a call to action, as you leave with usable techniques you can put to work

in your personal and professional life.

Susan has appeared on CNN Live as an authority on gender communication, and has shared the stage with such professionals as General Colin Powell, Barbara Bush, Barbara Walters, Maya Angelou and Magic Johnson. Her recent books, audio tapes and video training programs include, *Motivational Leaders*, *What's Sex Got To Do With It*, *Lessons in Leadership*, *Leadership and Supervisory Skills for Women*, and *Self-Empowerment*.

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